

## Appendix C-1

Daniel Freeman Marina Hospital Website Information.

Hospital Systems: How to Fight Goliath and Win!  
Consumers Union  
November 2003

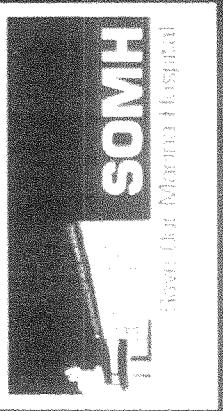
# HOW TO FIGHT GOLIATH AND WIN!

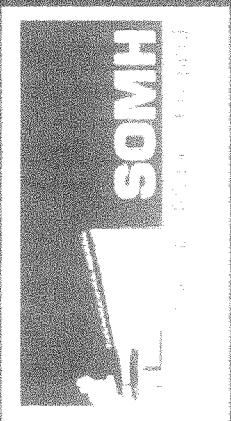
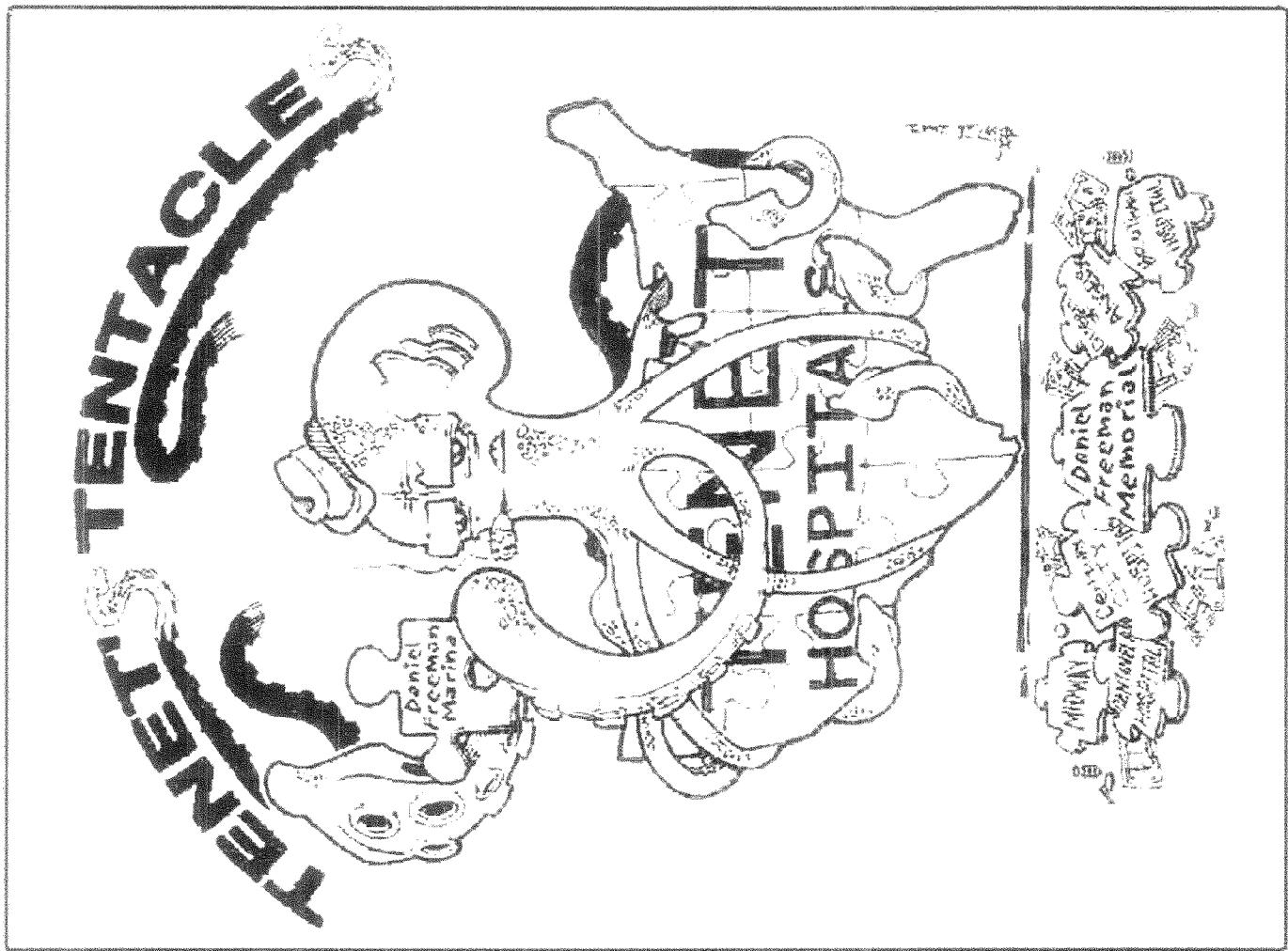
JULIE INOUYE

SAVE OUR MARINA HOSPITALS

We CAHRE

(Community Action for Healthcare  
Reform and Education)





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<http://www.the-calculatinglady.com/somh/home.shtml>

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Freeman  
Marina  
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PHARMACY  
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EMERGENCY

ONE WAY ENTRY

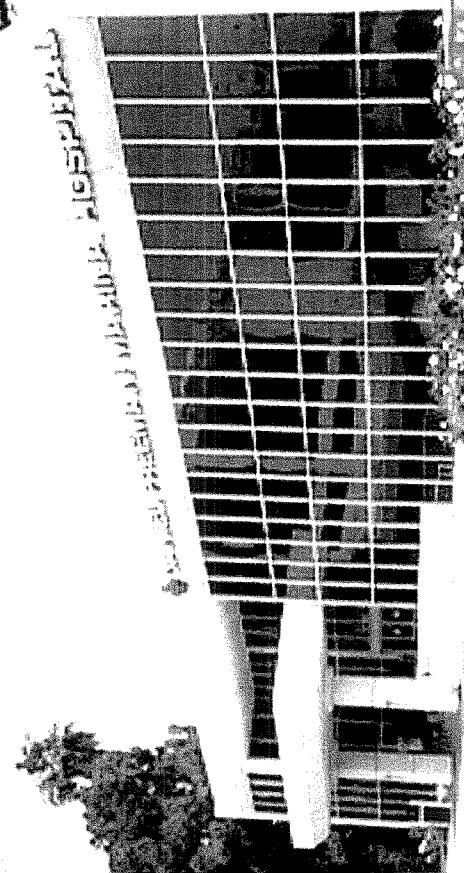
USE MAIN ENTRANCE

AT MEET OF HOSPITAL

Operations to SOMH fund PO

THIS IS A MATTER OF  
LIFE AND DEATH!

E-Mail



# SOMH

## Save Our Marina Hospital

LAST UPDATED: October 1, 2003; See: [National News](#) and [Local News](#) (below)

# Victory for SOMH/We CARE! Hospital to stay open "indefinitely"!

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Please read our "Thank You" ad (full page)  
In the May 29, 2003 Argonaut

\* SOMH BROCHURE\*\*

SOMH HISTORY

(Powerpoint)

RECOGNITIONS

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Community Action for Healthcare

Reform and Education

PLANNING PROCESS

We CARE PARTNERS

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TENET NEWS - LOCAL

TENET NEWS - LIVE!

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TENET CONTACTS

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ERIC WOOLERY'S

"TENETS TENTACLES"

TOP NEWS OF 2002

OTHER SOURCES

TENET HISTORY

THE RALLY

EMS MEETING

DFMH STAFF MTG.

VENICE HS

OUR DAY IN COURT

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1 "Tenet to Close Hospital in Marina del Rey"

L. A. Times, 5/30/02

2 "Judge Issues Preliminary Injunction  
Temporarily Halting Closure of Hospital"  
The Argonaut, 8/15/2002

3 THE YEAR'S TOP LOCAL STORY:  
"Fighting the closure of  
Daniel Freeman Marina Hospital"  
The Argonaut, 1/2/03

4 "Tenet to Keep  
Daniel Freeman Marina Hospital Open"  
The Argonaut, 4/10/03

5 "CHRONOLOGY-Tenet Healthcare hit on many  
regulatory fronts"  
Reuters, 7/9/03

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# Save Our Marina Hospital

## A Short History of

# Tenet Healthcare Corporation

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**SOMH HISTORY**  
(Powerpoint)

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TENET NEWS - LIVE!

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Address: http://www.the-calculating-lady.com/somh/TenetHistory.shtml

We have found some repositories of historical information regarding this medical giant. In particular, they (Tenet) used to be called National Medical Enterprises. If you are interested in why they changed their name, and what they have been up to, before and after this change, check out these sites (more will be added as we find them):

[Yahoo / Market Guide - Tenet Healthcare Corp.](#)

[Tenet Healthcare Corporation formerly NME National Medical Enterprises](#)

[A Quick Update on Tenet/NME](#)

[Tenet Healthcare Watch \(Calif. Nurses Ass'n.\)](#)

[Tenet Nurses Bring Innovative Lawsuit against Tenet Healthcare To Protect Patient Care and End Financial Work — April 4, 2002](#)

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Address <http://www.the-calculating-lady.com/somh/Nationalnews.shtml>

(Powerpoint)

## RECOGNITIONS

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## TENET NEWS - NATIONAL

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### EMS MEETING

### CFMH STAFF MIG.

### VENICE HS

### OUR DAY IN COURT

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[CBS News](#) 2/13/03

[Unlikely Diagnosis](#)

[The Street](#) 9/30/03

[Whistleblowers Piping Up at Tenet](#)

[Reuters](#) 9/30/03

[Tenet to Sell Houston Hospital](#)

[Tenet Press Release](#) 9/26/03

[Tenet's General Counsel to Depart](#)

[Reuters](#) 9/26/03

[Tenet general counsel leaving company](#)

[AP](#) 9/24/03

[Administrator of Tenet Hospital Arrested](#)

[Reuters](#) 9/24/03

[Tenet San Diego employee surrenders to authorities](#)

[Desert Sun](#) 9/23/03

[Tenet Healthcare Grants CEO options for shares](#)

[Modern Healthcare](#) 9/16/03

[Modern Healthcare Alert](#)

[Sacramento Bee](#) 9/10/03

[U.S. Probe Wants Tenet critic's aid](#)

[Sacramento Bee](#) 9/9/03

[Reading Hospital's settlement opposed](#)

[L.A. Times](#) 9/6/03

[New Probe of Tenet by U.S. Senate](#)

[L.A. Times](#) 9/5/03

[Tenet Says It's Reading Hospital May Be Barred From Medicare](#)

[Reuters](#) 9/5/03

[CBS News](#) March 1/6/03

[Tenet offers 'ouster' payment plan](#)

[Birmingham Business Journal](#) 1/6/03

[Tenet makes Medicare policy change](#)

[Reuters](#) 1/3/03

[Tenet investigation widens](#)

[Reuters](#) 1/3/03

[Tenet Gets DOJ Subpoena on Medicare Payments](#)

[L.A. Times](#) 1/2/2002

[Agents Raid Tenet Hospital in San Diego](#)

[Reuters](#) 1/2/04/02

[US Govt Warns Hospitals on Medicare Billing Abuses](#)

[Reuters](#) 1/2/2002

[Tenet Healthcare Warns Profits Will Fall Short](#)

[Reuters](#) 1/12/02

[HMOs Follow US In Probing Tenet Contracts](#)

[L.A. Times](#) 1/12/02

[Tenet's Medicare Loophole to Close Soon, Analyst Says](#)

[L.A. Times EDITORIAL](#) 1/12/02

[Unhealthy Push for Profit](#)

[Business Week](#) 1/12/02

[A Scandal-Ridden Tenet Stands by Its Man](#)

[L.A. Times](#) 1/12/02

[Tenet's Worst Making Deals a Harder Sell](#)

[Reuters](#) 1/12/02

[Tenet Says SEC Has Launched Informal Probe](#)

[New York Times](#) 1/11/9/02

[CAI - Consumer Information Division of Tenet Healthcare](#)

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Address

The Street.com, 09/30/2003 04:12 PM EDT

## Whistleblowers Piping Up at Tenet

By Melissa Davis  
Senior Writer

Tenet (THC NYSE - commentary - research) has coughed up another hospital.

The shrinking health care giant, crippled by government probes and dwindling cash flow, is selling one of its four Houston facilities to help fund its operations. The two-campus Twelve Oaks Medical Center will now be owned by Hospital Partners of America, a private company once called OrthoNeuro that joins with physicians to buy and operate health care facilities that focus on high-margin procedures.

HPA is paying \$25 million, about one-quarter of the hospital's annual sales, for the facility.

"Twelve Oaks Medical Center will be a great addition to our company," declared HPA CEO Todd Johnson. "We are also excited about our physician partners in Houston who will be involved in the operations of the facility and believe that, together, we will create a very successful hospital system in Houston."

### Haunted House?

But Twelve Oaks -- an underperformer in Tenet's Houston market --

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Address <http://www.the-calculating-lady.com/somh/Local-news.shtml>

Save Our Marina Hospital

# Local Tenet News

**TENET NEWS - LOCAL**

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- TENET CONTACTS
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- TENET'S TENTACLES
- TOP NEWS OF 2002
- OTHER SOURCES
- TENET HISTORY
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- DFMH STAFF MTG.
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- THANKS TO OUR DONORS
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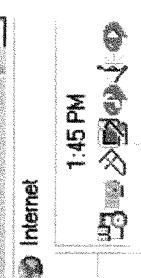
**TENET NEWS - NATIONAL**

- The Argonaut 7/24/02
- Tenet Healthcare served subpoena in doctor relocation agreement case
- The Argonaut 4/10/03
- Tenet to Keep Daniel Freeman Marina Hospital Open
- The Argonaut - 1/16/03
- Tenet final decision on closing Daniel Freeman Marina Hospital could come as early as Jan. 23
- The Argonaut 1/2/03
- THE YEAR'S TOP LOCAL STORY:**
- Fighting the closure of Daniel Freeman Marina Hospital**
- Westchester/LAX Marina del Rey Chamber of Commerce - 11-1-02
- Local Corp. Withdraws Support for Tenet Acquisitions
- The Argonaut - 11/7/02
- Tenet spokesman says new stock problems won't impact Marina area hospital court process
- LA Business Journal 10/1/02
- Daniel Freeman Marina Hospital is no longer for sale and might remain open permanently
- The Argonaut - 10/17/02
- State Sen. Brown gives Tenet list of questions community has right to have answered

**TENET NEWS - INTERNATIONAL**

- The Argonaut 8/1/02
- Letter to the Editor from Julie Buuya and Terry Conner
- The Argonaut 8/1/02
- Daniel Freeman Marina Hospital HR halted ambulance delivery 24 hours
- Homeless News 8/1/02
- Small Victory for Hospital Activists
- Daily Breeze 7/28/02
- Hospital Blockers won't give up
- The Argonaut 7/25/2002
- County hearing on closure of Daniel Freeman Marina Hospital draws large crowd
- The Argonaut 7/25/2002
- Daniel Freeman Marina Hospital pending closure already impacting other area hospitals
- Modern HealthCare - 7/15/2002
- Case closed? Tenet thinks so with Calif. hospital
- The Argonaut 7/13/2002
- Marine art: Attorney general says Tenet didn't comply with conditions to buying Marina Hospital
- Los Angeles Times - 7/10/02
- Hospital Closure Blocked
- Daily Breeze 7/10/02

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## The Argonaut — 6/20/2002 Coalition tries to keep Marina area hospital open; county agency hearing in July

BY CINDY FRAZIER

A coalition of community activists and healthcare interest groups are banding together to try to keep the Daniel Freeman Marina Hospital and its emergency room from being closed in August by the new owner, Tenet Healthcare Corp.

The group called Save Our Marina Hospital is being spearheaded by Julie Inouye, of the Vista del Mar Neighborhood Association of Playa del Rey, and other community activists.

Others involved in the campaign are the Community Health Councils, Inc., a nonprofit healthcare interest group; and the Service Employees International Union, which is involved in a labor dispute with Tenet at the Tenet-owned Queen of Angels-Hollywood Presbyterian Medical Center.

"The closure of the Marina hospital will have disastrous effects on this community," Inouye said.

"We cannot have a lack of an emergency room or hospital. The public must be served," she said.

Inouye said she hopes to pressure Tenet to keep the Marina hospital intact until another entity can purchase the hospital.

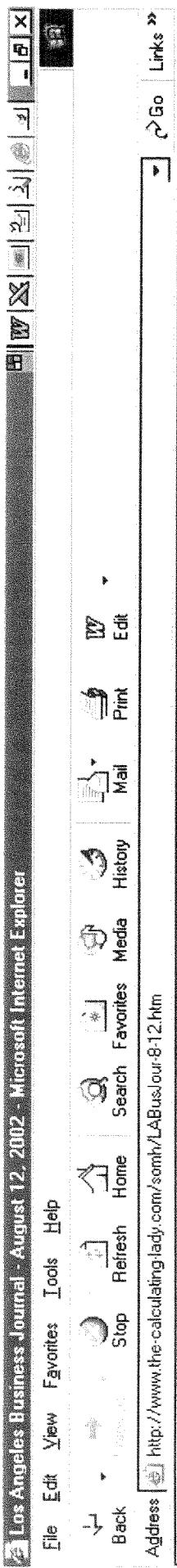
"We have no answer on how to save it, but they can't close the facility until we know" whether it can be salvaged, Inouye said.

"My neighbor had a massive heart attack and he would be dead today if not for the Marina hospital," she claimed.

"We are all concerned about where we will go" for emergency medical services, she said.

URGENT CARE SITE — Tenet is planning to upgrade its Centinela Airport Medical Clinic on Sepulveda Boulevard near Los Angeles International Airport with an "urgent care" facility that would be able to take emergency patients, Tenet officials say.

The Emergency Medical Services County Commission will hold a public hearing on the issue of the closure of Daniel Freeman Marina hospital at 6 p.m. on June 25.



**Los Angeles Business Journal - August 12, 2002**

## Activists Enlist Attorney General In Fight to Save Marina Hospital

**Open-minded: Julie Inouye and others are fighting to keep Daniel Freeman operating (right).**

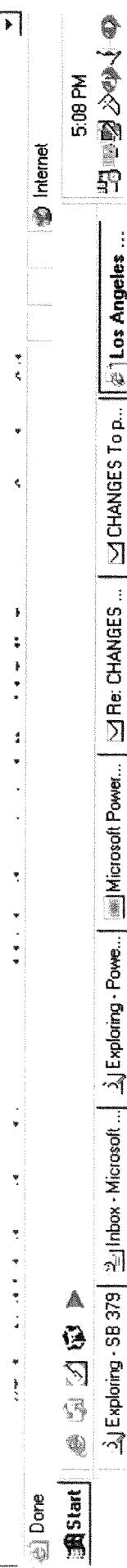
By LAURENCE DARMIENTO  
Staff Reporter

When Tenet Healthcare Corp. announced it would close financially struggling St. Luke Medical Center in north Pasadena, there was community grumbling. Even so, the hospital closed its doors sooner than expected.

Months later, the Santa Barbara-based company announced plans to close Daniel Freeman Marina Hospital, another money loser and nothing less than a firestorm threatens to delay the closure.

The difference? A small band of community and health care activists has waged a relentless some might say quixotic campaign to save the Marina del Rey facility.

Tenet is under attack by area politicians and has been hauled into court by the state Attorney General's office, which plans to seek a preliminary injunction this week to stop the closure on grounds that Tenet has not met legal conditions for closing the facility.



## Closures Put Big Hospital Chains Under Microscope - Microsoft Internet Explorer

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### Closures Put Big Hospital Chains Under Microscope

**Health:** An uproar in Marina del Rey reflects growing government and consumer pressure.

By DON LEE, TIMES STAFF WRITER

When Tenet Healthcare Corp. sought to close Daniel Freeman Marina Hospital shortly after buying it from a Catholic order of nuns, the giant hospital company never imagined the firestorm that would ensue over such a small, underused facility.

Protests flared from Marina del Rey residents, labor unions, consumer groups and politicians in Sacramento and Washington. The California attorney general accused Tenet of breaking promises it made in December when buying Daniel Freeman. And a Superior Court judge not only thwarted Tener's plan to shutter the 166-bed hospital this month but also ordered the company to resume admitting elective patients.

Tenet says the two-story hospital, jammed against a car dealership along a busy thoroughfare, is too small to compete and would require too much money to fix up. "The problem is that smaller community hospitals are losing out in markets where you have major competitors that are larger, have more doctors, better equipment and more services," Tenet spokesman Harry Anderson said.

But some say that what is happening in Marina del Rey is a reflection of the pressures from consumers and regulators that are building against big hospital chains. As Tenet, HCA Inc., Sutter Health and others have bought more struggling hospitals in recent years, they have amassed market power and raised their rates.

Health-care costs are projected to jump more than 12% this year, half of that from spending at hospitals, and employers and consumers are paying significantly more for medical coverage.

Although hospitals have been changing hands and closing for some years, federal regulators are stepping up their examination of past hospital mergers and acquisitions for their effect on prices and consumers. Michael Cowie, assistant director in charge of enforcement for the Federal Trade Commission, said there is a growing body of academic research that suggests big hospital mergers have not been good for patients. He said that when hospital companies buy facilities and later close them, it also can create antitrust problems.

"When they eliminate competitors, that could lead to higher prices," Cowie said, although he declined to comment about specific companies.

FTC attempts to block hospital mergers often have been overturned in courts, which is why the agency is studying the competitive effects of completed mergers to

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Sorted by relevance Sort by date

[Tenet Healthcare General Counsel to Quit](#) - Sep 26, 2003  
By Associated Press, SANTA BARBARA, Calif. -- **Tenet Healthcare** Corp. on Friday said General Counsel Christi R. Sulzbach, a self-described "focal ..." [Company Profile for Tenet Healthcare Corporation](#)

[Tenet Healthcare General Counsel to Quit](#) - Sep 26, 2003  
SANTA BARBARA, Calif. - **Tenet Healthcare** Corp. on Friday said General Counsel Christi R. Sulzbach, a self-described "focal point ..." [Tenet Healthcare general counsel to resign Nov. 1 Amid scandal](#)

[Tenet Healthcare](#) Corporation, through its subsidiaries, owns and operates acute care hospitals and numerous related health care services. ... [Tenet Healthcare Corp. on Friday said General Counsel Christi R. Sulzbach, a self-described "focal point" for some of the hospital ...](#)

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**SOMH BROCHURE\*\***SOMH HISTORY  
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# Save Our Marina Hospital

# Miscellaneous Source Material

Tenet Completes Acquisition of Daniel Freeman Hospitals

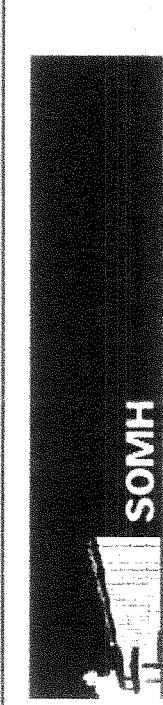
Letter from Playa Vista to Attorney General urging him  
to help keep DFMH open - 9/13/02

Letter from Julie Inouye to Wendy Horwitz, Deputy Attorney General  
August 19, 2002

Press Release: COMMUNITY GROUPS AND ADVOCATES  
FILE AMICUS BRIEF  
IN ATTORNEY GENERAL'S CASE AGAINST TENET  
TO STAY CLOSURE OF  
DANIEL FREEMAN MARINA DEL REY HOSPITAL - 8/9/02

REPORT TO LOS ANGELES EMERGENCY MEDICAL SERVICES COMMISSION:  
Impact of Proposed Closure of Daniel Freeman Marina Hospital

HOT!  
Demand: J.B.Murdock (SOMH Atty.) to Bill Lockyear - 7/12/02  
 LOOK!



# SOMH vs. Tenet Healthcare

## Who is SOMH?

**SOMH** — Save Our Municipal Hospital Coalition is represented by community individuals, community groups, physicians, nurses, employees of the hospital businesses, government officials, elected officials and healthcare advocates. County EMS, LHO, LADP, and LASO.

Formerly NME National Medical Enterprises until 1994, NME was bought for major fraud to the U.S. Govt in the hundreds of millions in Medicare fraud.

New York City was the first to sue NME, followed by 30 other states and the U.S. Dept. of Justice.

## Mission Statement

To ensure our local hospital remains a quality, non-profit, community based medical facility that provides medical services to the people of Somers, New York, and surrounding areas.

## Who We Are

Local citizens, business owners, and employees of the hospital, who are concerned about the future of our hospital.

## Population

Local citizens, business owners, and employees of the hospital, who are concerned about the future of our hospital.

Under than current CEO Jeff Barbakow, they changed their name to Tenet and were continually baiting charged with criminal behavior in Medicare and Medicaid fraud among other things. They are currently worth \$35 billion, still have a lot of catching up to do, and are currently facing a class action suit from the state of New York.